

## CHAPTER I

### LEAVENWORTH BEFORE WORLD WAR II

#### THE POST IN 1937

Fort Leavenworth in 1937 was a quiet, leisurely post of the "old" Army. As at present it was a community of about 6,000 acres and 4,000 inhabitants. Location of the famous Command and General Staff College, it wore its distinction with the becoming dignity of one accustomed to honors. The handsome, comfortable, red brick quarters which housed most of the faculty, lined shaded avenues arched by tremendous elms. The students in the class of approximately 225<sup>1</sup> with their families, were housed from September until June in rows of substantial apartments either facing the polo field or along shaded Pope Avenue. Other families lived in older more crowded three story apartments, called because of their buzz of living, the "Beehive."

In addition to its status as a school post, Leavenworth was manned by the Headquarters Troop and 1st Squadron of the fine old 10th Cavalry Regiment. This fact is significant since it gave flavor to the life of the Post. The mounted troops of this historic colored regiment furnished the frequent guards of honor for the stream of distinguished visitors. The riding hall and the stables were important buildings on the Post. Areas were picturesquely designated in General Orders: Cody Field; Race Track Pasture.<sup>2</sup> The polo field was the scene of many colorful matches between the Post team and teams from Fort Sill and Fort Riley.

Even the children rode, and the mounted troops of the boy and girl scouts gave exceptional dash to the well-organized scouting activity. Hastings Road on the Post was named in honor of one of the girl scouts, Virginia Marsh Hastings<sup>3</sup>, a member of the Sunflower Troop. The smaller children also got an early start. As late as 1946 a colored trooper by the name of "Hoss" Harris led a string of small horses around the Post singing and whistling up the kids for a ten cent ride.

Leavenworth was a "horsey" Post. Each year saw a 3 day "Spring Race Meet and Horse Show." This event attracted horsemen from far and near to compete for flashing sterling prizes in quality events. Among the participants had been Col Jonathan M. Wainwright, then Deputy Commander at the Cavalry School at Riley. Lt Col Frederick Gilbreath, Cavalry, the Executive of the Post and school wrote "My dear Skinny" to invite him over for the meeting of the year before.<sup>4</sup>

The Post, moreover, was usually represented at the "American Royal" in Kansas City, Missouri.<sup>5</sup> This celebrated annual horse and stock show usually featured an entry from Fort Leavenworth. On October 19, 1938, a sizable contingent participated in the "Gay Nineties" event. Wearing pioneer costumes, the Leavenworth group rode in a collection of venerable vehicles affectionately named by the people of the Post, the "Old Rolling Wheels."

This ancient collection of stagecoaches, breaks, and wagons was the basis for participation by the Post in other local celebrations.<sup>6</sup> Under the direction of such stalwarts as Sgt Wendell O. Yount, William McGlinn, and wagonmaster Fritz Schillo, the Post entry made good will throughout the community. Their calendar of events included:

The Pony Express Rodeo, St. Joseph, Missouri—May 21-23, 1937.

The Platte Purchase Centennial, St. Joseph, Missouri—August 18-20, 1938.

The Annual Old Settlers Association Picnic and Pioneer Day Parade, Olathe, Kansas—September 28, 1938.

One year this group put on the "Old Santa Fe Trail Pioneer and Wild West Show," a two-hour spectacle of stagecoaches, Conestoga wagons, cowboys, and Indians. It was scheduled to play in Olathe, St. Joseph, Atchison, Lawrence, Excelsior Springs, and Leavenworth.

<sup>1</sup> *The Leavenworth Times*, January 20, 1940, gives the number of the 1939-40 class as 225.

<sup>2</sup> General Order No 5 Fort Leavenworth, Kansas, 1937.

<sup>3</sup> General Order No 10 Fort Leavenworth, Kansas, January 10, 1937.

<sup>4</sup> Letter Gilbreath to Wainwright, Museum file, Transportation Office, Fort Leavenworth, Kansas.

<sup>5</sup> Correspondence, Museum file.

<sup>6</sup> Appendix XVII, List of Ancient Vehicles Available from Fort Leavenworth Museum.

# Old Santa Fe Trail PIONEER AND WILD WEST SHOW



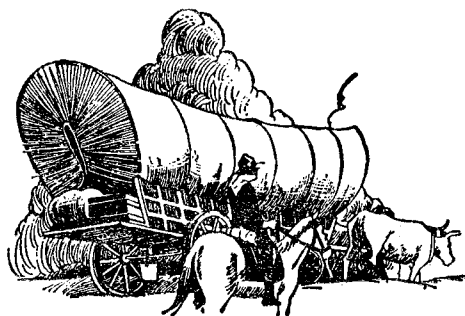
## A Frontier Pageant KANSAS . . . . . MISSOURI

### Program

1. Grand Opening Review
2. Daredevil Coach Driving  
(Four Coaches—Four, four-horse teams)
3. Buck Keegan and his Bull Whips  
(He snaps the spot at 50 feet)
4. Roman Riding Race  
(Four racers each riding two horses)
5. Indian Buffalo Hunt  
(Many Indians Spearing Buffalo Bulls)
6. Fort Scott Stage Coach Holdup  
(Changing Horses—Robbery—Bandits Captured)
7. Local Events  
(Act or Competition staged by Local Citizens)
8. Pony Express  
(Dispatches Carried—Ponies Changed—Bandits Avoided)
9. Oregon Pioneer Wagon Train  
(March—Camp—Indian Attack—Relief by Cavalry)
10. Walter Ruark and his Acrobatic Bulls  
(Jumping—Balancing—Performing)
11. Los Rurales Lancers Musical Drill  
(25 Rurales of Old Mexico under Diaz)
12. The Grand Finale

Following an afternoon performance arrangements may be made with the Wagon Boss for rides in the "Old Rolling Wheels."

All of the actors are amateurs. No disparagement of any race or class of peoples is intended. The parts of Indians, Mexican Soldiers, Marshals and Cowboys are all taken by amateurs.



### OLD SANTA FE TRAIL PIONEER AND WILD WEST SHOW

#### *Presented by*

The Officers and Men of Fort Leavenworth, Kansas, with vehicles and equipment from the priceless collection of the Fort Leavenworth Museum.

#### *To Show In*

Olathe—St. Joseph—Atchison—Lawrence—Excelsior Springs  
Leavenworth and Other Places

Thrills, Spills, Horses, Stage Coaches, Prairie Schooners,  
Indians, Cowboys, Sheriffs and Frontier Cavalry Soldiers.

A Two Hour Show Enacting Pioneer Days.

### Old Rolling Wheels

The ten animal-drawn vehicles used in the parade and the show are all renovated and reconditioned originals. The vehicles are only a part of a great many, which are the property of the Fort Leavenworth Museum.

The most spectacular piece is the Concord Coach. This sturdy passenger carrier started life in Concord, Mass., in 1834. It travelled the dirt roads of the Eastern, Central, Mountain and Western United States until it reached The Dalles, Oregon. Just before its retirement in 1915, it was on duty on a Kansas run.

The bull-drawn prairie schooner carried the Wilkinson family from Ohio to the valley of Salt Creek in Kansas, shortly after the Civil War. Five years ago the remains of the Schooner were dug up from the creek bed on the farm. Enough parts were found to allow reconstruction.

Another stage coach, the yellow mountain hack, was used throughout its active service on a Snake River run, from Pocatello, Idaho, north to Butte, Montana.

The big, red Conestoga wagon was built from abandoned parts left at Fort Leavenworth, when Russell, Majors and Waddell closed their freighting enterprise of six thousand teamsters and 45,000 oxen.

Through the kindness of the Wyeth Hardware and Manufacturing Company of St. Joseph, Mo., there is shown an exact replica of one of the Pony Express saddles and dispatch pouches.

The large pioneer freight wagon was brought to the West by Mr. Walters Watkins in 1838, who established a woolen mill at Watkins' Mill, which is now seven miles northwest of Excelsior Springs, Mo.

Dougherty wagons were the palatial army transportation vehicles of the pioneer period. The wagons displayed carried many generals, staff officers and the paymaster, who carried the gold and silver to the troops in the field before and after the Custer Massacre.

The three roof breaks are relics of classy rural transportation before the automobile became popular. One break, formerly belonging to Mr. John Tough of Kansas City, was an elegant conveyance in its time.

The home of these priceless specimens of "Old Rolling Wheels," the Fort Leavenworth Museum, established February 12, 1938, by authority of the Secretary of War, for the housing of a collection of animal-drawn vehicles of the Nineteenth Century type and other pioneer relics, is open for free inspection from 1:00 to 5:00 PM, daily, at Fort Leavenworth, Kansas.

The old vehicles were gathered from far and wide to become the property of the Fort Leavenworth Museum. The museum was given official status by approval of the Secretary of War on February 7, 1938. Col Gilbreath wrote letters all over the country in connection with assembling this fine old collection of pioneer transportation. Among "roof breaks," Dougherty wagons, and stagecoaches, a most interesting item was an authentic Conestoga wagon.

These wagons, manufactured in Pennsyl-

Another of the horse activities of the Post was the Leavenworth Hunt. Founded in 1929 with Maj John C. Daly as the first Master of Foxhounds, the hunt flourished until after World War II was under way. The pink-coated riders were a familiar sight as they followed the pack over the hilly terrain of the reservation or paraded on special occasions along the shaded streets of the garrison. In good weather the hunt met twice a week on Wednesday afternoons and Sunday mornings. Often on Sun-



*The Leavenworth Hunt.*

vania for use primarily by the pioneers in the western migration, were among the first examples of American manufacturing genius. Carefully designed, they employed only three basic dimensions. Since all parts were multiples of these basic measurements, rapid manufacture, assembly, and replacement of parts were facilitated. In an age of handicraft this was a notable advance and accounted for the tremendous popularity of the Conestoga wagons.

days the hunt would end at the rustic Hunt Lodge on the far edge of the Post for a tempting breakfast.

#### THE SCHOOL IN 1937

In 1937, as now, the impressive academic building with its clock tower, dominated the Leavenworth scene. Composed of central Grant Hall, pierced by a sally port, and the attached wings of Sheridan and Sherman Halls, this was the original Command and General Staff School. These were the buildings of the old

arsenal joined together to make the composite structure.<sup>7</sup> Here were located the assembly rooms for the Regular Class. The class was divided into instructional groups A and B which were further broken down occasionally into sections. The entire class assembled in Grant Hall for lectures.

The course of 1 year for the Regular Class was designed to produce commanders and staff officers. Instruction was conducted at an unhurried pace. Classes started at 0830 for the morning session which was generally divided into three periods.<sup>8</sup> Afternoon classes started at 1 o'clock. Study assignments and instructions for students were, as they are now, usually issued in boxes located in the assembly rooms and in the riding hall. Students were not required to clear their boxes on Saturday but were required to clear them after 12 o'clock on Sundays.

Instruction embodied among other things: combat orders, field engineering, leadership and psychology, military history, equitation, methods of training, strategy, tactics, planning, and troop leading. The theory of instruction was based on applicatory learning. The students learned generally by applying military principles to the solution of tactical exercises and map maneuvers. Some of the problems were two-sided war games in which students vied as commanders and staffs of opposing forces. Some of the exercises were mounted terrain exercises where tactical and logistical problems were actually solved on the ground. The regulations for students contained cautions as to liability under the 105th Article of War for damage to private property.

The course consisted of 1,309½ hours of varied instruction. It included 39 hours of equitation, 10 tactical rides, and 23 terrain exercises; 17 of which were graded. Twelve of these marked problems, a map problem, and a command post exercise were held at the very end of the course in June.

Only 14 lectures were scheduled. The majority of the instruction (161 hours) was imparted by means of conferences. Time was about equally divided between map exercises (53 hours) and map problems (55 hours).

Fifty-seven hours were allotted to technical staff and logistics instruction. One hundred twenty-seven and one-half hours were devoted to study of the infantry division, 203½ hours to corps operations, and 141 to Army. There was a total of 318 hours of graded work. Nine hours were spent in committee work. The 4-day command post exercise followed by 5 days of graded exercises was in the nature of a final examination for the graduating class.

Graduation exercises held on June 21, 1937, in the shaded greenness of the Main Parade, called Sumner Place, came as a welcome relief.

Students of the Regular Class were carefully selected from Regular Army majors and captains with superior records. Maj Gen Charles A. Willoughby, who was Gen MacArthur's G2 wrote while he was an instructor at the Command and General Staff School:

"Leavenworth is a school for war. The course of instruction there, designed as a test of the physical, mental, and moral fiber of the students, seeks to discover and develop those competent to lead and direct our armies of the future.

"No one enters upon the course there without trepidation, and no one graduates without a feeling of relief. But no officer can honestly say that he has passed the course without having derived from it vast benefit."

There was a facetious saying at one time in the Army that the student body was made up of "aides, adjutants, and asses." If this in fact was a basis of selection, results have more than justified its worth.

The frequent graded map problems and terrain exercises tested student ability to apply tactical doctrine soundly. Solutions which were assigned a mark below 75 percent were rated unsatisfactory. Only two marks were given—S for satisfactory and U for unsatisfactory. Under the provisions of the National Defense Act of 1935 the name of no officer could be added to the General Staff Corps eligible list unless he was specifically recommended as qualified for general staff duty upon graduation from the Command and General Staff School. Upon graduation students were rated superior, excellent, very satisfactory, and satisfactory. A recommendation was also made as to eligibility for further military education.

The faculty comprised approximately 73 officers of whom 55 did most of the instructing. These officers, usually lieutenant colonels and

<sup>7</sup> A. T. Andreas, *History of Kansas* (Chicago, 1883). The two main structures were erected in 1859.

<sup>8</sup> *Instruction Circular*, C&GSS, 1936-37.

majors, made up the five instructional sections. (See chart.)

FACULTY COMMAND AND GENERAL STAFF SCHOOL 1936-1937	
Commandant, Assistant Commandant, Class Supervisor, Five Chiefs of Sections, etc.	11
Navy Section, Judge Advocate, and Air Section	3
Instructors who made no platform appearances	4
Total noninstructors	18
Net instructors on the platform	55
Total	73

### CHART

The five sections majored in offensive operations, intelligence and history, defensive operations, supply and logistics, and miscellaneous matters. As a part of the major sections there were six subsections corresponding to branches of the Army as follows: Infantry, Cavalry, Field Artillery, Coast Artillery, Engineer, and Air. As small subsections there were also represented the Signal Corps, Chemical Warfare Service, Adjutant General's Department, Judge Advocate General's Department, Medical Corps, Ordnance Department, and Quartermaster Corps.

When plans were laid for the 1936-37 class at Leavenworth, Maj Gen H. J. Brees was Commandant. The Assistant Commandant was Col J. A. McAndrew, and the Secretary was Lt Col Frederick Gilbreath. It is interesting to note that Maj M. S. Eddy was assistant to the Director of the Special Class and Extension

Courses. He was later to become Commandant after distinguished service as Commander, XII Corps, in World War II. As Assistant Secretary and head of the Editorial Group was Lt Col F. W. Milburn, another future corps commander (XXI). The Air Corps subsection was headed by Lt Col L. H. Brereton, who later commanded the First Airborne Army. Other members of the faculty at that time were—

Lt Col H. F. Hazlett, Chief of 1st Section; later Commander, Replacement and School Command of Army Ground Forces. (Maj Gen)

Maj H. L. McBride, later Commander, 80th Division, and present Commandant, Command and General Staff College. (Maj Gen)

Maj A. F. Kibler, Director, Joint American Military Advisory Group, London (Maj Gen)

Maj A. C. Smith, Deputy Commanding General, Fifth Army, Chicago (Maj Gen)

Maj R. G. Tindall, Executive, Missouri Military District, St Louis (Brig Gen)

Capt W. L. Weible, Commanding General, Japan Logistical Command (Maj Gen)

Maj W. K. Harrison, Jr, Commanding General, 9th Inf Div (Tng), Ft Dix, NJ (Maj Gen)

Maj L. A. Pick, Chief of Engineers, Washington, DC (Lt Gen)

Maj G. L. Eberle, ACofS G4, GHQ, FEC, and SCAP, Japan (Maj Gen)

Maj P. J. Mueller, Chief, Career Management Division, AGO (Maj Gen)

Lt Col D. L. Weart, Commanding General, Engineer Center, Ft Belvoir, Va, and President, Engineer Board (Maj Gen)

Capt F. H. Lanahan, Commanding General, Ft Monmouth, NJ (Maj Gen)

Maj R. C. L. Graham, Assistant to the Quartermaster General, and Commanding General, Ft Lee, Va, and Quartermaster Center (Maj Gen)

## CHAPTER II

### WAR CLOUDS GATHER

Prior to the assembly of the 1936-37 class Gen Brees was succeeded as Commandant by Brig Gen Charles M. Bundel. This scholarly and sensible soldier addressed the class at the opening of the Command and General Staff School at the Service Club on September 1, 1936.<sup>1</sup> He congratulated them upon their selection to attend the school as one of the most valuable and important activities of the Army. In a similar address a year later he remarked significantly, that one measure of a school was the manner in which the student is treated. The standard he set in this regard was the consideration due mature, conscientious men eager to improve themselves professionally. This idea that the caliber of a school may be judged by its attitude toward the student is new in some academic circles.

In this address Gen Bundel talked about another reputation of the Command and General Staff School, that of being a man-killer. He had checked with the Surgeon General of the Army on the prevalence of nervousness or mental breakdown cases by students. Statistics showed that over a 15 year period, not only was Leavenworth lower than several other service schools but was lower than the general average for the Army in admissions for nervous disorders.

It is noteworthy that this discerning soldier gave his attention to other than purely academic and administrative duties. In addition to talks to the faculty and the regular and special classes, Gen Bundel spoke widely and well. Among others he addressed during 1937, the Women's Club, the Boy Scouts, the Parent-Teachers Association, a West Point Luncheon, the ROTC, the CMTC, the National Convention of the American Bar Association, and the Junior High School. In his speeches on and off the Post the Commandant was the ardent advocate of good citizenship and friendly relations with the civilian community. His talks set a high moral and spiritual tone for the Post. His support of worthwhile activities was a pattern of

good neighborliness in keeping with the best traditions of the Army and the school. His example of leadership in the community and good civilian-army relations was an admirable one which has been characteristic of the officers who have held the position of Commandant.

Interesting notes from *The Leavenworth Times* of January 10, 1937, mentioned that Capt Alfred Gruenther,<sup>5</sup> bridge authority at the garrison would conduct lectures on the 19th and 26th of January. The temperature was down to 1.9° with no relief in sight. Elihu Root died February 8, 1937.

The Annual Winter Horse Show Carnival and 10th Cavalry Troopers Horse Show were held in March. The Dramatic Club presented "The Dover Road." The Spanish War and sit-down strikes were going on. Juliana of Holland got married and Wallace Simpson and the Duke of Windsor were featured on the front page while Man Mountain Dean made the sport columns. There was a picture of the Army's new flying fortress in the newspaper.

On May 8, 1937, Gen Bundel spoke at the dedication of Fuller Hall.<sup>2</sup> Named for Col Ezra Bond Fuller, former editor of the *Cavalry Journal* and Secretary and Treasurer of the Army Cooperative Fire Association, this small building houses the Book Department of the school. Although converted from a stable, this graceful, low building facing Augur Avenue and adjacent to the school adds dignity and beauty to this sedate and beautiful Post.

Connected with the Book Department at that time and for many years was CWO Cleveland (Cleve) Williams. This remarkable individual is well known throughout the Leavenworth community and the Army. Serving most of his long service in the Army at Fort Leavenworth, he is a veritable landmark. He made such contributions to the community life in 1937 as a talk to the Women's Club on "The Circus and Its people"<sup>3</sup> from his own experiences. He

<sup>1</sup> Charles M. Bundel, Brig Gen, USA, *Selected Professional Papers* (Ft. Leavenworth, Kansas, 1939) p. 10.

<sup>5</sup> Gen Alfred Gruenther is now Gen Eisenhower's Chief of Staff.

<sup>2</sup> *Ibid*; p. 64.

<sup>3</sup> *Leavenworth Times*, April 2, 1937.

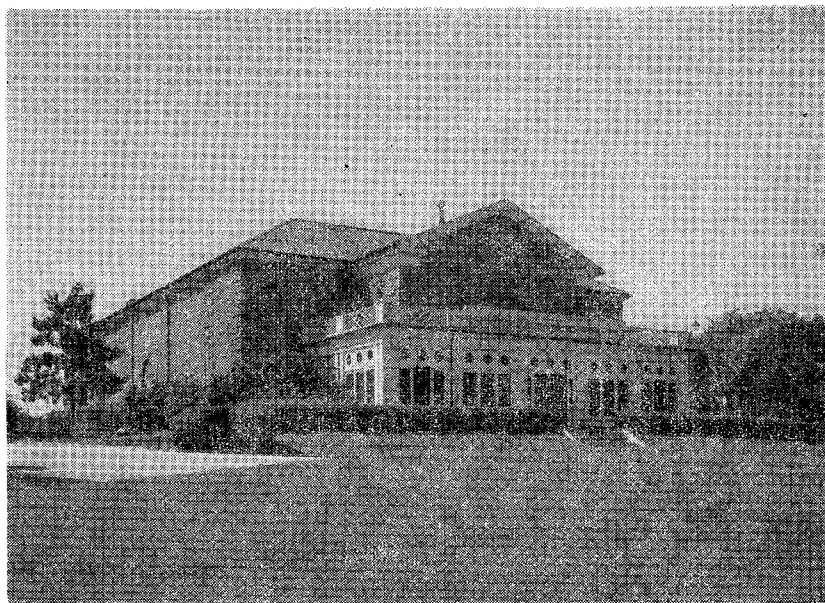
was active in Masonic work at the Post and was also elected Potentate of Abdallah Shriner's Temple in the city of Leavenworth.<sup>4</sup> He was a captain in World War II, but is now retired and living in Leavenworth. However, he is still connected with Masonic activities at Fort Leavenworth.

Col Francis W. Honeycutt<sup>5</sup> was ordered to the Post effective July 1, 1937 as Assistant Commandant replacing Col Joseph A. McAndrew who was transferred to Tientsien, China. Maj Gen Johnson Haygood and Lt Gen Frederick Von Boetticher, German Military and Air Attaché were visitors at the fort. Capt Elwood Quesada<sup>7</sup> talked to the Women's Club

### THE POST IN 1938

Gen Bundel participated in another dedication during his tour of duty as Commandant when the new War Department Theater was opened. This attractive building on Grant Avenue was dedicated August 14, 1938,<sup>8</sup> as a useful addition to the Post and school. Not only has it been in use almost nightly for moving pictures, but it also provides an excellent facility which has accommodated a long succession of graduation exercises, guest speaker appearances, not to mention concerts, shows, and glee club performances.

A characteristic garrison event was the sixtieth anniversary dedication of the Post Chapel



*War Department theater.*

on his trip to Africa with Honorable Trubee Davison, Assistant Secretary of War. Other activities of the ladies were Spanish and German, also French conversation classes and the current events and knitting groups. The music group had Mrs. Leslie R. Groves, Jr.<sup>8</sup> as accompanist, and the art group showed paintings by Mrs. Louis A. Pick.

<sup>4</sup> *Ibid*; January 6, 1937.

<sup>5</sup> Later major general, killed in an airplane crash while commanding the 9th Inf Div.

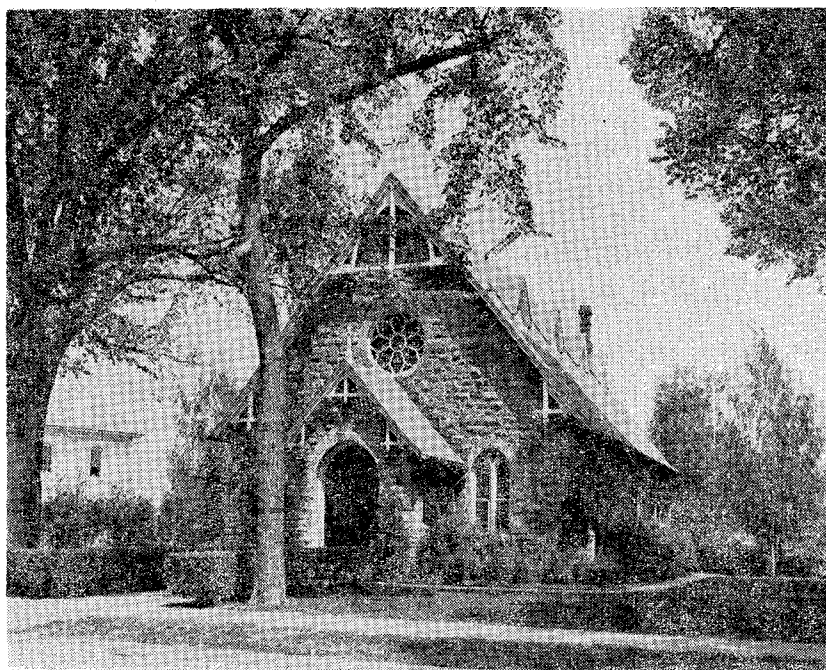
<sup>7</sup> Later major general, Commander, IX Tactical Air Command, ETO.

<sup>8</sup> Wife of Maj Leslie R. Groves, Jr. later major general commanding the Manhattan Project for production of the atomic bomb in World War II.

on November 27, 1938. Gen Bundel also spoke at this service. The small but exquisite gray stone chapel dates from the laying of its corner stone on May 5, 1878 by Bishop R. H. Vail of Kansas. Beautifully proportioned, with a high sloping roof on the outside, the chapel is even more distinctively beautiful inside. The walls are adorned with historic black memorial tablets of various sizes and shapes with names inscribed in gold. Here on either side of the door are two commemorative plaques of the famous old Seventh Cavalry. They bear the inscription: "Lt Col George A. Custer, Brevet

<sup>9</sup> Selected Papers, Gen Bundel, p. 124.





*Post Chapel.*

Major General" and the names of other members of his ill-fated command with the date of the massacre, June 25, 1876.

Several of the other highly decorative tablets are noteworthy for their inscriptions. They read:

John J. Crittenden, 2d Lieutenant, 20th U. S. Infantry  
Killed in Action with Sioux Indians at  
Little Big Horn River Montana  
June 25, 1876

Killed in Action  
July 3, 1877  
Lt. Sevier M. Rains  
1st U. S. Cavalry  
with Nez Perces Indians  
Craig Mt., Idaho

In memoriam  
Samuel A. Cherry  
5th U. S. Cavalry  
Killed May 11, 1881  
Near Fort Niobrara, Nebraska  
While in command of a detachment  
pursuing horse thieves and deserters

Maj Gen John C. Pope, Commanding General of the Department of Missouri in 1881; and Maj Gen C. C. Augur, also a department commander.

Here on the walls of this tiny chapel is writ-

John Anthony Rucker  
2d Lieutenant, 6th Cavalry  
Drowned July 11, 1878  
Camp Supply, Arizona  
In attempting to save the  
life of a brother officer

Daniel H. Murdock  
Captain  
6th U. S. Cavalry  
drowned  
while crossing his command  
over Grand River, Utah  
June 6, 1886

There is also a plaque honoring Gen Henry Leavenworth, founder of the Post on September 19, 1827. The adjacent town chartered in 1854 gets its name from this distinguished soldier. There are, moreover, tablets to two of the officers for whom streets on the Post are named:

ten the saga of the US Army's part in the winning of the great West. The heartbreaks, the struggles, the heroism are portrayed more vividly than any pen can describe. Without doubt, this is one of the distinctive chapels of the Army.



## THE YEAR 1939

On March 23, 1939, Gen Bundel relinquished command of the school and Fort Leavenworth to await retirement. He was succeeded by Brig Gen Lesley J. McNair, brilliant soldier and organizer, later to become important as Commander of Army Ground Forces. Like a new broom, Gen McNair inspected troops, barracks, and messes of the 17th Infantry, 10th Cavalry, and Sherman Field on April 12, 1939.<sup>10</sup>

The new Commandant soon settled into the busy routine of graduation addresses, welcoming incoming classes, and greeting distinguished visitors which is the normal lot of his office. That year 228 officers of the regular class, and 4 foreign officers graduated on June 20, 1939. Among the distinguished visitors that summer were Maj Gen Pedro Aurelio de Goes Monteiro, Chief of Staff of the Brazilian Army,<sup>11</sup> and Col Charles A. Lindberg.<sup>12</sup> The official entourage greeting the former at Kansas City airport was smartly attired in white dress uniforms. White uniforms would soon give way to the less showy but more practical wartime khaki. In the party was Brig Gen R. C. Richardson, Jr., Commanding General of neighboring Fort Riley, Kansas, later commander of Army troops in the Pacific.

Another duty of the Commandant that summer of 1939 was greeting the 237 ROTC students who came to summer camp on the Post. Still another was attending ceremonies of the 990 CMTC cadets from Missouri, Arkansas, and Kansas. Officers attending these ceremonies and inspections were notably uniformed in boots and breeches. Here we have another picturesque indication of the old order. This uniform has not been regulation in the Army since the beginning of World War II.

On September 12, 1939, a garden-party reception was held by the Commandant for approximately 400 officers and their ladies. The occasion was the official welcoming of the 1939-40 Regular Class marking the opening of the new academic year. A large tent was pitched on the polo field to shelter receiving line, guests, and refreshments. Officers in whites and ladies in summer frocks and picture-hats made a gay colorful gathering. At least 15, and probably

more, of the class being honored later became general officers.

The 32d US Volunteer Infantry held its sixth annual reunion on the Post on September 15, 1939.<sup>13</sup> It was the first time most of these men had been back to the station since they trained at Fort Leavenworth in 1899. Eighty members were present and had their pictures taken, assembled around the monument to their unit. You may see the monument today, located in the field east of the Golf Club.

Another event of that fall again recalled the historic savor of the early beginnings of Fort Leavenworth. Mrs. Effie Van Tuyl, on behalf of the Captain Jesse Leavenworth Chapter, Daughters of the American Revolution, presented a bronze tablet to the Post.<sup>14</sup> The plaque which decorates the western post of the south gate of the Fort commemorates the pioneer Santa Fe and Oregon trails, the Military Road to Fort Scott, and the expeditions of Fremont and Doniphan between the dates 1827 and 1890.

The pleasant approach to the Fort from Leavenworth through this south gate has not changed greatly with the years. Andrea's *History of Leavenworth County*, written shortly after the Civil War says:

"If the visitor expects to find many of the grim unpleasant features of the war at the fort he will be happily disappointed. No grim battlements frown upon him, but rather he is ushered into a beautiful village by way of a broad macadamized roadway which connects the city with the fort. To the right are the buildings of the Commissary department and the offices of the heads of departments. The two main structures were erected in 1859 for arsenal purposes."

But the grim unpleasant features of war were coming near. Activities on the Post continued in their well-ordered pattern. The first fox hunt of the season for the Fort Leavenworth Hunt under its new Master, Lt Col Paul R. Davison, took place on October 15, 1939. Gen McNair rode in the hunt.<sup>15</sup> However, the 17th Infantry left the Post on November 15th for maneuvers in Arkansas. Maj Gen Julian Schley, Chief of Engineers, arrived 2 days later to be greeted by a mounted detachment of the 10th Cavalry and a 13-gun salute. He was inspecting training sites for the prospective mobilization.

<sup>10</sup> *Leavenworth Times*, April 12, 1939.

<sup>11</sup> *Ibid*; June 28, 1939.

<sup>12</sup> *Ibid*; July 2, 1939.

<sup>13</sup> *Ibid*; Sept 15, 1939.

<sup>14</sup> *Ibid*; October 11, 1939.

<sup>15</sup> *Ibid*; October 14, 1939.

On December 5, Maj Gen R. E. Truman of the 35th Division and Maj Gen William K. Herndon of the 24th Division, National Guard, were on the Post. December 7, just 2 years short of Pearl Harbor, Senators Elmer Thomas and Dennis Chavez and Representative Sparkman of the Military Affairs Committee visited Fort Leavenworth. Senator Harry S. Truman was also expected.<sup>10</sup> As usual they were greeted by a mounted guard of honor of the 10th Cavalry. The officers who met them wore dress blue uniforms soon to be replaced by more warlike garb.

#### 1940 ACCELERATION

On January 20, 1940, it was announced that the Regular Class would graduate early. After but 5½ months of the course their graduation took place at the Theater at 9 AM on Thursday, February 1. Early graduation enabled these new possessors of the military master's degree to join troop units in the field and to fill other key positions where their services were sorely needed. It was at this graduation that Gen McNair urged them to fire their "Leavenworth ammunition" not to keep it unused in their caissons.

The Special Course for National Guard and Reserve Officers opened on March 11, 1940. The number of students attending this 3 month's course was increased from 50 to 102 because of the seriousness of the world situation. Maj Gen C. R. Powell of the New Jersey National Guard attended the course establishing himself for that time as the highest ranking officer ever to attend the school as a student.

However, life went on at Leavenworth. The new Officers' Club and caddy house were under construction. The 10th Annual Spring Horse Show was announced for the 25th of May, Maj William N. (Neely) Todd, Jr., in charge. It would feature a Gay Nineties and Pioneer Day Parade. But the usual race meet was cancelled since the majority of the officers were on maneuvers. Moreover, the Army on May 26th announced plans to streamline the course, having 2 classes of 800 each instead of the normal 225. Nevertheless, the horse show was held. Mrs. Lesley J. McNair on Here's How took a third place.

The ROTC Camp opened at the Post as usual on June 9, 1940. A few days later the War Department announced suspension of the Regular Course for 1940-41 in order to retain on essential duties 892 Regular Army officers.

Maj Gen Percy P. Bishop, Commanding General of the VII Corps Area was a visitor at Fort Leavenworth on June 20th. He inspected the ROTC Camp and the new officer's mess building designed in anticipation of the new class to accommodate 800.<sup>17</sup> It was announced that two companies and headquarters group of the 17th Infantry, 212 men in all, would be the nucleus of a new division to be formed at Fort Ord, California. On June 25th, plans were announced for construction of a recruit reception center. Located on Cody Hill this installation was designed for a capacity of 500.<sup>18</sup> There were to be 13 buildings including headquarters, supply, two mess halls, and a recreation hall. There would be 9 two-story barracks with a capacity of 63 men each.

Attendance at the CMTC Camp was different in 1940 than in other years. When the camp opened July 5th in addition to the usual capacity of 900 cadets, there were also accommodated 175 businessmen. Brig Gen Frank Andrews inspected the camp on July 20th in the course of an inspection of several training camps.

On July 25, 1940, Gen McNair was named Chief of Staff of General Headquarters with station in Washington, D.C. He left the Post soon thereafter and by November 5th, his place had been taken by Brig Gen Edmund L. Gruber. On November 30, 1940, the new Commandant made the opening address to the First Special Class.

That fall the US Disciplinary Barracks was reestablished at Fort Leavenworth. Its transfer back to the War Department from the Department of Justice, which had controlled it since September 1929, was completed December 16, 1940. Col Converse R. Lewis was designated as Commandant.

<sup>17</sup> *Ibid*; May 26, 1940. The article quotes Gen George C. Marshall, Army Chief of Staff: "The school has been synonymous with the conception of leadership for our divisions, corps, and armies. As our officers landed in France in the days of the World War it marked them for immediate assignment to posts of great responsibility." The article went on to state: "Virtually every general officer in active service today is a graduate of the C&GSS."

<sup>18</sup> *Kansas City Journal*, June 25, 1940.

<sup>10</sup> *Ibid*; December 8, 1939.

## CHAPTER III

### LEAVENWORTH GEARS FOR WAR

Gen Gruber as his predecessors Gen Bunder and McNair, was greatly in demand as a speaker. He assumed this burden willingly and spoke often in spite of the fact that he was in poor health. Feeling an obligation as senior representative and spokesman for the Army to orient the civilian community to the imminent national danger, Gen Gruber spoke to many groups. The need for awakening the community to the problems of defense and the Army was urgent. How seriously Gen Gruber considered his obligation is illustrated by the following excerpt from his calendar<sup>1</sup> listing some of the speaking engagements he filled:

Labor's Relation to National Defense—  
Kansas Labor Institute, Kansas State College, Manhattan, Kansas—December 7, 1940

The National Defense Question Box—  
WDAF Radio Station,  
Kansas City, Missouri—December 22, 1940

Our Community in National Defense—  
Chamber of Commerce  
Kansas City, Missouri—January 15, 1941

The Youth of America and National Defense—Congregational Church  
Kansas City, Missouri—January 29, 1941

\* \* \* \* \*

National Unity—  
Community Assembly  
Lexington, Missouri—February 19, 1941

That he filled these engagements in spite of failing health and a heavy schedule of administrative work and frequent addresses to the students and faculty of the school is a gauge of the stature of this officer. Again it points up the high standards, breadth of vision, and devotion to duty which have been characteristic of the men selected as leaders of this great institution.

#### REORGANIZATION

By December 1, 1940, the organization of the Staff School had been altered to meet the needs of the short courses and the change in mission. The regular 10-month course was designed to prepare officers for either command or staff duty. By elimination of the require-

<sup>1</sup> Edmund L. Gruber, *Addresses 1940-41*, pp. 9, 18, 58, 65, 89.

ment for training as commanders, it was felt that the course could be drastically shortened. The War Department felt that staff training could be accomplished within 1 month. The Command and General Staff School, under Col K. B. Edmunds as Acting Commandant, recommended that the course be 3 months.<sup>2</sup> The matter was finally settled by a compromise course of 9 weeks duration (later increased to 10 weeks).<sup>3</sup> The wisdom of the compromise appears to be borne out by the manner in which the school accomplished its mission.

The reorganization of the faculty to accomplish the new task quite appropriately was along general staff lines. The former five sections were cut to four and their work divided functionally according to normal general staff responsibilities.<sup>4</sup> Corresponding to the four general staff officers, there were four faculty sections: G1 Section, Personnel; G2 Section, Intelligence; G3 Section, Operations and Training; G4 Section, Supply and Evacuation. An innovation was the insertion into the faculty organization of a command section corresponding to the chief of staff in a normal staff. This section was placed over the four general staff sections. There was also in the organization an administrative section which represented on the faculty the functions of the Adjutant General and Headquarters Commandant.

At a lower level, and constituting in effect the Special Staff were 12 subsections. Representing equally six arms and six services, these were also under the Command Section. The

<sup>2</sup> Interview with Maj Gen G. R. Cook, December 19, 1950, Head of Command Section C&GSS in 1940-41.

<sup>3</sup> Historical Division WDGS, *History of World War II* has the following to say: "The last nine months' course at the Command and General Staff School ended in the spring of 1940. In a directive issued by the Assistant Chief of Staff, G1, through The Adjutant General, on 21 February 1940, (G-1/14958-53, 19 Feb 40), the Regular Course, Command and General Staff School scheduled to begin 15 September 1940, was cancelled and two courses of four and one-half months each was substituted therefor. One of these was to begin 1 September 1940 and the other about 15 January 1941. These courses were never started. But on 2 December 1940 the first Special Class of 10 weeks, to be followed by such classes throughout the war, got under way."

<sup>4</sup> *Instruction Circular No 1*, 1940-41, C&GSS.

arms represented in subsections were: Infantry, Cavalry, Field Artillery, Armored Force, Coast Artillery, and Air Corps. The service subsections were: Engineer, Signal, Chemical Warfare, Medical, Ordnance, and Quartermaster. These subsections were charged with instruction and expert advice on matters appropriate to their section designation.

There were also committees which handled some instruction. These committees formed according to subject matter dealt in: attack, defense, armor, and the like.

The majority of the planning for the new courses was done under the jurisdiction of the Acting Commandant, Col Kinzie B. Edmunds. Lt Col G. R. Cook, later commander of the XII Corps was in direct charge of the planning. As Acting Assistant Commandant and head of the Command Section, Col Cook bore the brunt of the preparation. So well was this work done that after a short conference upon the arrival of Gen Gruber on Sunday to assume command, the new Commandant was able to approve the course on Monday. This is again borne out by the fact that as late as 1942 the basic problems employed in the course were little altered.

Upon the arrival of Gen Gruber, Col Edmunds became Assistant Commandant. Upon the relief of Col Edmunds prior to the assembly of the Second Special Class, his place was taken by Col M. C. Shallenberger. Initially Assistant Commandant in December 1940, Col Shallenberger was Class Director for the Second Special Class in February 1941 and later, again Assistant Commandant. With the departure of Lt Col Cook, the Command Section was removed from its place of pre-eminence and placed on a par with the General Staff Sections.

By May 2, 1942, the command section had given place to five small command sections for major types of operations: two for infantry divisions, and one each for armored divisions, Air Corps units, and special operations. These were on a level below the four General Staff sections. The subsections were redesignated Branch Representatives. In addition to this group there was a representative for tank destroyers. However, despite the various organizational shifts the functions of the faculty were relatively constant, were performed with a high degree of excellence and turned out a product of remarkably high caliber.

Further changes, naturally, came about as the size of the classes was expanded to reach a peak of 1,080. However, the fundamentals and the basic techniques of instruction remained the same and the training imparted to the student appears to have stood the test by fire. It is highly significant that this conversion to wartime production was made early and successfully. The sixth of these Special Classes was ready to start at the time of Pearl Harbor. With the graduation of the Sixth Class and a total of some 1,286 students for the six classes, Leavenworth had produced in roughly 1 year almost as many graduates as in the six preceding years.

In this connection, it must be borne in mind that the mission of the school had been changed. Previously, the task assigned the school by War Department directive was the training of commanders and staff officers. The Special Course were designed primarily to produce staff officers only. With the sacrifice of time spent on problems of command decision and concentration on staff functions and techniques, this transition was accomplished. To have made the transition smoothly, even with a modification in specifications for the output, was no less a feat. The mission of producing large numbers of trained staff officers quickly was urgent and necessary. This mission the Command and General Staff School accomplished.

Although not exactly typical since it was a small class, a description of the Second Special Class will illustrate the changes which were made by the Command and General Staff School to meet the national emergency. The experience of this class of approximately 140 members was at least similar to all 27 of the Special Classes held before and during the war.

### THE SECOND SPECIAL CLASS

In February of 1941 Leavenworth retained much of its traditional aura for the student. Most of the officers arriving to take the course felt the ghostly breath of generations of graduates upon their necks. Despite the fact that this was a shortened course, there was hardly one who did not feel a thrill of pride that came with selection to attend Leavenworth. Neither were there many who failed to feel the trepidation that they might not measure up. Especially the Regular Army officers felt that they were

on their nettle. Undoubtedly, this mixed feeling of satisfaction and uneasiness which it is able to impart to its students, more by being than by design, is one of the attributes of the Leavenworth system. Other great institutions achieve similar results by long and distinguished academic service. Probably Princeton and Yale and certainly West Point are able to produce the same effect. But none exceeds the motivation Leavenworth has been able to impart to its students.<sup>5 6</sup>

An outstanding feature of the school was the status it was able to give to the student. From the minute he reported in at the information desk where Sgt Wendell O. Yount was on duty, the student was made to feel that he was important and that he belonged to a great and "going" concern. Everything was done for the student. His baggage was picked up and delivered. He was directed to his quarters already marked with his name. His bed was made and ready, his student equipment was issued quickly. If he had any unanticipated wishes Sgt Yount could and did go a long way toward solving them.

Not only was everything possible done to fill his personal needs, but he was made to feel that the Post and school existed only to facilitate his primary mission; that is, his graduation as a trained staff officer. Instead of being a despised but essential component of the school and community, the student was recognized for what he really was, the school's only excuse for being. In such an atmosphere the student was free to devote his maximum effort to his one important task, that of academic excellence.

Excellent living accommodations were provided. Students lived four to a unit, in spacious modern apartments formerly housing entire student families. Orderly service was provided, shoes shined, beds made, and laundry sent. Ice boxes and stoves left in these apartments facilitated preparation of a snack or drink. This

was especially convenient after study in the evenings and after the last class on Saturday morning.

Students ate in the vast polished dining room of the newly completed officers' mess. Busses were provided for transportation to meals but many students walked for the exercise. Walking was desirable because of the sedentary academic life and the excellence of the cuisine which threatened waistlines. However, the bitterness of the Kansas February occasionally made the dash across the snowy gulch to the mess excruciatingly uncomfortable and even hazardous.

Students were generally seated at 10-man tables. At one such table was Clark L. (Nick) Ruffner who was later Gen Richardson's Chief of Staff and who now commands the 2d Infantry Division in Korea. Under the careful eye of Mrs. Mella, who has probably provided meals for more officers than any other Army hostess, they were served with appropriate decorum by uniformed waitresses. Meals were exceptionally good and made the compulsory exercise periods entirely in order. Especially the evening meal was apt to be full of banter and tales of scholastic misadventure. The welcome gaiety was prolonged as long as possible in anticipatory dread of the onerous routine of nightly study which commenced at 7:30 PM.

A typical day saw the student up before daylight with the sounding of first call on the post bugle. A shower, a shave, and a dash to breakfast in the dawn came next. Back from breakfast there was time to glance over an unfinished assignment before grabbing a bulging brief case for the hike uphill to Grant Hall and the 8 o'clock class. A morning session of three conferences (lectures interspersed with questions) featured three 10-minute breaks. There was welcome coffee with real cream during these breaks in the basement coffee shop. Such a morning found fingers sore from taking notes.

The conferences varied in quality with the instructor. However, students were kept ingeniously on their toes by questions scattered irregularly throughout the lecture. The instructor for instance, would say "How does this action illustrate the second principle of war?" Then, after everyone was quite awake and holding his breath, "Capt Jones." Regardless of the answer, the instructor invariably responded

<sup>5</sup> Orville L. Eaton, *Analytical Study of Methods of Instruction at C&GSS*, (Fort Leavenworth, Kans, 1946).

"Student officers were engaged in solving problems that appeared challenging to a degree seldom achieved in civilian educational institutions."

<sup>6</sup> *Survey of Educational Program C&GSC*, Fort Leavenworth, Kans, 1947.

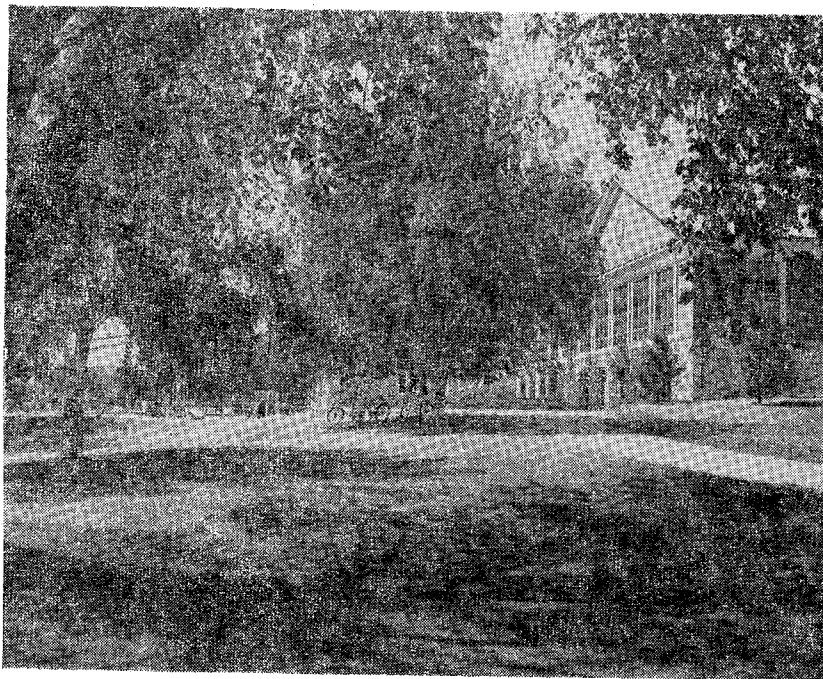
"It was apparent to the commission from the start that the College is permeated by an exceedingly high level of professional interest and spirit of cooperation."

"Thank you very much" and almost immediately proceeded with his discourse. The majority of the instructors, moreover, were enthusiastic and well qualified. Surprisingly, however, there were a few poor instructors. It should not be possible to have a poor instructor at Leavenworth.

There were certain instructors regarded by the students as the first team. Many of the names are readily recognized as those who later attained high position. Among them were officers like: Lt Col J. R. Dean, Lowell Rooks, J. R. Sheetz, Leo Donovan, and the little Medical Officer, Guy Denit.<sup>7</sup> Also, Maj Reubin Jenkins,

Another interesting teaching device was the map exercise. With the tactical situation illustrated on tremendous maps mounted on sliding wall panels, the students were able to follow the progress of the action. When a new situation was required, another set of panels was slid out to the center and the old ones pushed back into recesses. Positions and units were represented by colored cardboard rings or squares called "dollies." Boundaries were marked by red or black tape. Many ingenious invisible strings were often used to make almost instantaneous changes in the situation.

One of these methods of revealing only a de-



*Officers' Mess.*

C. A. Pyle, and Capt W. K. "Weary" Wilson the engineer were student favorites. One of the armored enthusiasts became noted for his description of an armored assault which was pushed home "even to the clash of tank against tank." These officers used to put on a dramatization of a division command post to illustrate proper staff procedures. Their performance would have done credit to professional actors. This series of skits has been used so many times at Leavenworth it is known popularly as "Tobacco Road."

sired portion of a chart at a time was clever. The instructor covered his chart with paper strips and removed them as he made in his talk the various points appearing on the chart. This became known as the "strip tease" method. One Saturday afternoon a group was invited by a wag of the class over to his quarters. When they arrived the prankster conducted a mock class. In it, with great dignity and all of the classroom tricks which had become so familiar, including questions and "Thank you very much" he widely caricatured the faculty. Among other things he employed the "strip tease" method discoursing in true instructor fashion except

<sup>7</sup> All became general officers. Gen Dean served as Ambassador to Moscow after Gen Bedell Smith.

that his subject was, as you may have guessed, not a chart, but a luscious picture.

The afternoon session at least for the first month, involved further conferences. Furious note taking and more coffee helped ward off that after lunch drowsiness. Classes were out in time for an exercise period in the afternoon. Although students were given their choice as to what kind of exercise they took, they were required to sign certificates that they had taken the exercise. When the weather was good there was golf, and for bad weather, there was bowling at the YMCA or riding at the large riding hall or any one of several smaller ones.

Immediately after dinner everyone went home to study. Students were provided with desks and wall boards for maps. Study assignments were always more reading matter than it was possible to cover and often involved problems of practical work. One of the characteristic features of the school was the tremendous volume of printed material, maps, and overlays which were issued. Since the overlays were on tissue paper the students would jest: "Issue the tissue." Filing and coordinating this volume of miscellaneous information would have been a mechanical problem if no effort was made to absorb it. Students often said it was like drinking at a fire hydrant. By 11:30 most students were in bed.

By the second month examinations had been encountered. Students were graded on samples of their work taken unexpectedly. They were given code numbers which they entered at the top of their papers instead of their names whenever work was graded. There was always a sinking feeling when the instructor announced, "The next requirement will be solved as individual work. At the end of the period you will be told whether to put your name or your code number on your paper." These graded requirements were called "spots."

Papers were graded and returned to the student boxes. Each student had a box assigned him where instructional material and information were delivered. On days when examination papers were returned there was always curiosity and often anxiety as each approached his

box. Grades given were A for excellent, S for satisfactory, and U for unsatisfactory. Although numerical class standings were kept by the school they were not announced.

One of the most famous Leavenworth examinations was the problem of decision. Here the student in the role of a commander is faced with a certain tactical problem. He is required to make an estimate of the situation considering all of the factors in the problem. The situation may call for an attack, a defense, the crossing of a river, or any conceivable maneuver. Having considered and evaluated all of the facts bearing on the problem, the commander makes his decision. The grade a student gets on this type examination depends to a great extent on logical thinking and arrival at a workable decision.

Another means of testing student decisions and staff functioning was by the map maneuver. In a map maneuver the student is a commander or staff officer of an army unit in combat. The enemy is represented either by umpires or by another student unit. This war game proceeds realistically with decisions rendered by umpires taking the place of bullets. The final problem was such a maneuver which began one day, lasted throughout the night and well into the following day.

Although the grind of study was in constant evidence, life was not all study. Occasionally there would be time to sit around and swap experiences. A great addition to any such gathering was James Warner Bellah, novelist and writer for the *Saturday Evening Post*. By Saturday noon the students were ready and encouraged to relax. Some departed for weekends at the Muehlebach in Kansas City. A steak dinner at the old Savoy Grill was in order. Later they might visit the Southern Mansion, the Bellerive, or the Officers' Club at the Phillips. Also there was always a dance at the Officers' Club on the Post. Here it was pleasant to dance in the gay atmosphere of a military ball, laugh with the ladies of the faculty members, or gather in a group to sing around the piano after the dance was over.

"For seven long years I courted Nancy,  
High-ho the rolling river. Ha! Ha!  
I'm bound away for the wide Miss-our-ri."



## CHAPTER IV

### LEAVENWORTH DURING WORLD WAR II

There were 27 short courses held at Fort Leavenworth as a result of the wartime expansion. Starting with the First Special Class which opened in Grant Hall at 0900 November 30, 1940, they ran throughout the war and after.<sup>1</sup> The last special course, called the Twenty-seventh General Staff Course, graduated at the same hour in Gruber I on May 31, 1946. In between there had been many changes. The number of students had grown from 97 in the first class to a maximum of 1,080 in the Twelfth Special Class. The instructor complement had risen from approximately 50 to a peak of 142. The courses trained both air and ground officers. Starting with none in the first class the number of air officers rose steadily to a high of approximately 378. The number of air instructors on the faculty also rose from 2 to 41.

Beginning with the ninth class which opened July 11, 1942, a concurrent class was conducted for officers of the Service Forces.<sup>2</sup> On February 8, 1943, a third concurrent course was started for air staff officers. Accordingly graduates of the General Staff Class were awarded diplomas indicating their field of specialization as ground, air, or service.

With the start of the Eighteenth General Staff Course April 3, 1944, a new phase of specialization commenced. The Army Air Forces Course was divided into staff and air-service courses. The Army Ground Forces Course was broken down into general staff instruction according to type of unit the student came from or was destined for, i.e., infantry, armored, and antiaircraft courses. The Army Service Forces Course consisted of a service staff course and a zone of interior course.

Moreover, during the war years Leavenworth was host to several other miscellaneous courses.

<sup>1</sup> See chart, appendix IX.

<sup>2</sup> Historical Division, Department of the Army, *History of World War II*, has this to say: "In April 1942, G-3 directed the Commandant to submit recommended changes in the schedule to include an Air class and an armored class, due to the rapid expansion of these forces (WDGCT 352 C&GSS, 15 Apr 42). This directive was amended 12 May 1942 to include staff work peculiar to Zone of the Interior installations such as Corps Areas, Ports of Embarkation, and SOS in general (WDGCT 352 C&GSS 12 May 42)."

Most important of these were the New Division Courses, the first of which began February 14, 1942. These were 1-month orientation courses conducted for groups of several division commanders and selected members of their staffs. Classes were held in Pope Hall on the site of the first capitol of Kansas.<sup>3</sup>

According to plans for the activation of new divisions set up by Army Ground Forces, this orientation was provided as the initial step in activation.<sup>4</sup> Concurrently with the orientation of the commanding general and the general staff at Leavenworth, the infantry elements were training at Fort Benning, the artillery elements at Fort Sill, and other elements at various special services schools. The assembly of the general staff at Leavenworth permitted a shake-down and get-acquainted period to the newly assembled group before the necessity of functioning for "keeps" was actually upon them. Selected by the War Department from their records, and drawn from widely scattered units all over the Army, these staffs got a chance to work together for 1 month. The new division instruction stressed staff work, planning, and team play of actual division staffs under the eye of their own commander and chief of staff as well as guidance by the faculty. Fifteen new division courses were conducted.

Another important special course was conducted for the Army-Navy Staff College (AN-SCOL). This course for the Army-Navy Staff College was unique in several ways. First, its students were drawn from the Army, Navy, Marine Corps, Air Corps, and State Department. In addition, the class went to school in a different locality for each phase of the course. Leavenworth was charged with presenting a 1-month course for the Army phase. Transported to this famous Army school in the heart of America, the students of other services were able to drink from the very fount of Army doctrine. Approximately 164 instructional hours of learning "how the other half lives" was a

<sup>3</sup> See appendix XVIII.

<sup>4</sup> Historical Division, Department of the Army, *The Army Ground Forces, The Procurement and Training of Ground Combat Troops*, p. 435.

sound foundation on which to base the interservice cooperation which was fundamental to the course. Many were the evening gatherings for Exchange of Mutual Information (EMI) at ANSCOL! This ability to discuss each other's problems and to arrive good-naturedly at an understanding was typical of the interservice cooperation which made the American armed forces invincible in World War II.

There were other courses too. Several courses were conducted for the orientation of American businessmen, journalists, and industrialists. Men like Roy E. Larsen, President of *Time* magazine, Philip K. Wrigley, President of Wm Wrigley Company, Chicago, and Irving S. Florsheim of the Florsheim Shoe Company were invited to attend. Undoubtedly, the contribution of these orientation periods to the understanding and appreciation of these prominent civilians of the problems and methods of the military was substantial. The return in support and increased effort by the civilian activities and concerns represented by the orientees can well be imagined.

Another series of courses was conducted for officers from Latin America. There were special brush-up courses to enable our southern neighbors to enter readily the regular classes. There was one series of courses especially for the officers of the Brazilian Army. At least nine South American countries were represented in the Latin-American courses. Later all non-English-speaking allied nations were included.

While foreign countries had sent students to the Command and General Staff School since 1908, no special provisions had been made for students from other countries until 1943.<sup>5</sup> At this time Brazil offered an expeditionary force to fight alongside of the allied forces. In preparation for this expedition, arrangements were made for sending Brazilian officers to Leavenworth for training. The first group of 12 arrived in July 1943 and was given a 1-month course. A second contingent of 25 Brazilian officers was given training in October and November of the same year. A third group of 16 was trained in February and March of 1944.

<sup>5</sup> Memo from Col H. B. Enderton, Chief of Allied Officers' Section, January 23, 1951. Australia, Belgium, Bolivia, Brazil, Canada, Chile, China, Colombia, Czechoslovakia, Ecuador, France, Great Britain, Guatemala, Peru, Poland, Philippines, Union of South Africa, Uruguay, and Venezuela sent students.

These officers took a special course conducted in Portuguese and French. They returned immediately afterwards to their country not attending the general staff classes as did later allied students.

In August of the same year a pre-general staff course was arranged for Latin-American officers. This course was designed to assist the allied officers by orienting them on American military language, organization, and technical terms. After completion of this short orientation course, the allied officer then was able to join one of the regular courses. Lt, later Capt J. T. de Araujo was charged with the important work of facilitating the studies of these students. Lt Col J. W. Morgan, (now Brig Gen) who was also class director for the ANSCOL Class was in charge of the general staff phase of their instruction. The training and indeed the impression of the United States instilled in these officers belonging to the armies of our allies were yet another test imposed upon Leavenworth during wartime. By May 1946 approximately 700 Allied Officers had attended the American Staff School.

The strangest course, however, was conducted at Sherman Field adjacent to Fort Leavenworth. Here 450 Netherlands East Indies cadets were trained in basic flying during the summer of 1942. Another unique course was a special post-graduate course conducted for Philippine officers destined for Philippine Army divisions earmarked for the invasion of Japan.

The details of all of these courses are covered in the Comprehensive Survey, Command and General Staff School, Wartime 1940-45, with appendixes, which is on file at the Command and General Staff College Library.

### THE WAR YEARS

The Third Special Class was about half over when Gen Gruber, the Commandant, died suddenly.<sup>6</sup> This gaunt, intelligent soldier saw the conversion to the wartime mission well started. Leavenworth was lucky to have had a man of the restless drive, the impatience with inefficiency of "Snitz" Gruber at this critical period. The Army had much for which to thank this fine soldier. Among other things, he gave it the famous field artillery song, "The Caissons Go

<sup>6</sup> General Order 16, Headquarters Fort Leavenworth 1941, the funeral took place June 2, 1941.

Rolling Along." His body was borne on one of those caissons in his funeral on June 2, 1941, and he was laid to rest in a soldier's grave in the National Cemetery on the post. That he was loved and respected by his command is evidenced by a memorial plaque to Brig Gen E. L. Gruber in the Post Chapel and a monument to him at the junction of the Hunt Lodge Road and the Ridge Road.

Gen Gruber was succeeded as Commandant by Brig Gen H. H. Fuller.<sup>7</sup> Gen Fuller assumed command of the school and Post on June 24, 1941. The Third Special Class had graduated just 4 days previously. The Post had been commanded for a short interim period by Col Converse R. Lewis, commandant of the US Disciplinary Barracks.

Gen Fuller was an active, restless man. He made speeches of welcome to the class and on his observations while in France. He was military attaché to that country prior to his assignment to Fort Leavenworth. He had watched from the American embassy the victorious German Army march into Paris. From his observations, Gen Fuller drew lessons which he passed on to the student officers. The Commandant, moreover, was interested in improving the Post itself. For one example, he supervised the construction of a levee to prevent the flooding of the airfield during high water periods when the Missouri overflowed its banks.

Gen Fuller's tour of duty, however, was brief. Early in 1942, he was ordered to combat duty in the Pacific. His place was taken by Maj Gen Karl Truesdell who assumed command on March 5, 1942. This was shortly after the arrival of the Seventh Special Class. It was General Truesdell who carried the burden of conducting the school during the trying period of the war years.

There is no doubt that Leavenworth had already been prepared for the task. Long and strenuous years of thought and preparation had built a system which was equal to the terrific tests of war. In addition, the difficult conversion to wartime acceleration had been made. Nevertheless, assuming command during the Seventh Special Class, Gen Truesdell saw 18 classes graduate during his regime. He saw the student body increase two and one-half times

and the faculty increase by two and a third. His was the responsibility of fitting the courses offered by the school to meet the changing demands of combat and of a major War Department reorganization. Courses were designed and conducted to meet the needs of staff officers for Army Ground Forces, Army Air Forces, and Army Service Forces.

July 1942 was a busy month at Fort Leavenworth. Col James C. Marley, Field Artillery replaced Col Lewis as Commandant of the US Disciplinary Barracks; and instead of one special class there were two. On July 11th an additional class for service officers was inaugurated. The new class was known as the Zone of Interior Course. It was designed to train officers for staffs of service commands in the United States, oversea communications zones, and other assignments typical of duty with the newly organized Army Service Forces. Instructors of the General Course which ran concurrently were also used to present pertinent subjects for the new course. Approximately 50 officers attended this first course which was renamed the Service Staff Course.

The special classes, now expanded in scope to instruct both ground and air staff officers, also changed. Along with G-1s, G-2s, G-3s, and G-4s of the ground staffs were trained A-1s, A-2s, A-3s, and A-4s for air staffs. With emphasis on new weapons specialized instruction was presented by arm; i.e., air, armored, infantry, antiaircraft, and airborne. Classes were given 1 week of general orientation subjects together. They then received 3 weeks of staff functions and techniques. After this preliminary they were given 5 weeks of specialized instruction according to arm of service. By November 21, 1942, it was necessary to hold graduation for the Tenth Special Class in the Theater while two other classes were graduated in Andrews Hall. Soon after, on November 30, the Eleventh Special Class and the Third SOS Class assembled in Gruber Hall for a joint opening exercise.

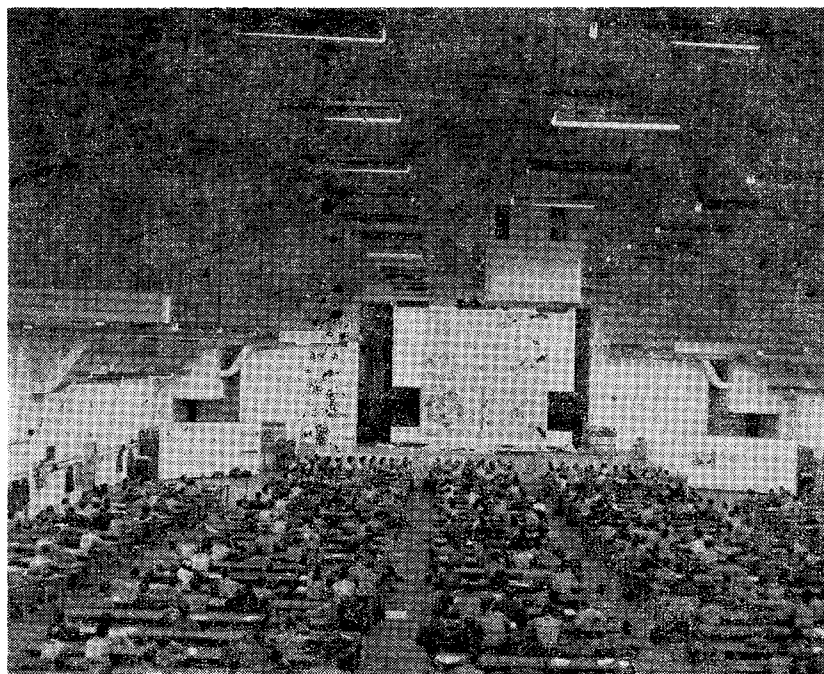
Gen Truesdell was constantly alert to the mission and requirements of his great school. He concerned himself with a new marking system, age-level of students, excessive number of failures, and the fact that classes were too large. He was also concerned that with the jockeying for position of the reorganized air,

<sup>7</sup> See appendix V, List of Commandants, Command and General Staff College.

ground, and service forces, the special status of the school as a special agency of the War Department would be lost.<sup>8</sup> He was ready with regulations and studies to defend the position of the school as a special category installation under G-3 of the War Department General Staff. His notes cite the position of the school as similar to the Army War College which traditionally reported directly to the Secretary of War.

retary to the General Staff, made up the inspecting party and took part in the conference. Gen Truesdell, Col Shallenberger, Col Nalle, and Col Pashley represented the school.

The conference opened with an air of hostility with Gen McNarney reading certain data from a special report on the school by Virgil Peterson, the Inspector General. The report alleged that the school was overexpanded, that quality was being sacrificed for quantity, that



*Wartime class in Gruber Hall.*

An event of unusual importance took place January 4-5 of 1943. A group of very high ranking officers from various offices of the War Department visited Fort Leavenworth for an inspection of the Command and General Staff School. Lt Gen Joseph T. McNarney, Deputy Chief of Staff of the Army; Gen Edwards, G3 of Army Ground Forces; Gen White, G1 of the War Department General Staff; Gen Bull, Commander of the Replacement and School Command of Army Ground Forces; Col McGaw of G3, Army Ground Forces; and Col Nelson, Sec-

the course was too specialized, that students' ages and qualifications were not correctly established. It spoke of failure to use the graduates of the school and complained that even the mission was incorrect.

They proposed drastic remedial measures. One proposal was to separate the air and the ground instruction. Another was to lengthen the course to 3 months. Still another was to decrease the number of students. They further wanted to eliminate the air officers' course. Gen Truesdell in rebuttal showed them the entire plant in operation, the huge general staff class assembled in Gruber Hall for instruction and 16 groups of the SOS Course working on a map maneuver relating to the zone of interior. Their minds were completely changed by what they saw. Their view of the school in full operation, together no doubt with the attitude and sound

<sup>8</sup> Memo, Col Dana Schmahl, Secretary, to Commandant, subject: "Jurisdiction of C&GSS," dated May 8, 1943, Truesdell file, Historical Division DAGS, *History of World War II*, states: "On the reorganization of the War Department, in March 1942, the Command and General Staff School was placed under the jurisdiction of the Commanding General, Army Service Forces, except for supervision of curriculum and doctrine, which was given to the G-3 Division, War Department General Staff."

presentation of the Commandant, convinced them of the high caliber of the job being done. In fact, when a letter directive to the Commandant was issued next day by Gen McNarney there was little of change in it.<sup>9</sup> The directive simply clarified the mission, lowered the age limit, and confirmed the status quo commending the need for Leavenworth training in both staff and command assignments to the entire command. It further insisted that quotas not be filled if qualified officers were not available to send to the school.

This was a great victory for the school. It was a vote of confidence for the Commandant and faculty. If this group of officers had not been convinced of the job that was being done, great changes might have been made in the system to the great detriment of the Army and the Air Force and consequently to the Nation. As Gen C. R. Huebner, Director of Training, SOS War Department, said in a telephone conversation with Gen Truesdell on January 6, 1943, "They came out with blood in their eyes." After the directive of January 6, however, Leavenworth was able to continue uninterruptedly to grind out in quantity its essential quality product.

The Commandant made many trips to Washington in the school's interest. His businesslike agenda cross-referenced and containing Pentagon names, telephone numbers, and room numbers was indicative of thoroughness. A sample from one of these agenda, January 6, 1943, follows: To Gen Weible of Military Training Di-

vision, Army Service Forces, and Gen Catron he talked about a WAAC school company. He cited the need for additional instructors and arranged for release of others. Need for enlisted men for the school detachment was discussed. He inquired as to feasibility of sending three instructors to the Southwest Pacific as observers. He discussed the new marking system and the necessity for tightening up the quality of students.

Gen Truesdell called on Gen McNair, Chief of Army Ground Forces at the War College to discuss the course for New Divisions. While there he discussed personnel problems with Gen Bolling, Ground Forces, G-1. The notes he made after the McNair conference are interesting and indicative: "c. Air Support—McNair is much concerned over US deficiencies in this connection." What a stern commentary is this from the brilliant soldier whose death was caused by this very deficiency!

"d. Use of TD (Tank Destroyers)—McNair at complete variance with Bruce in connection with TD as tanks."

Another startling entry from these notes which shows clearly the imagination and initiative of Gen Truesdell is: "G-2 turns down request for Russian officer on faculty. Was of the belief he would not be free to disclose Russian tactics and operations. OK by me."

Back in the Pentagon he discussed various personnel problems with Gen Reynolds. He saw Somervell, McNarney, and Marshall. He discussed with the Air Forces student qualifications, new instructors, and curriculum. He tried to get Gen Arnold as a graduation speaker. He talked of a Joint US War College. He spoke with Gens Hanley, Harper, Bevans, Edwards, Frank, and Fairchild. In Operations Division (OPD) he talked with Gen Handy and Hull on Command and General Staff School doctrine.<sup>10</sup>

<sup>9</sup> Historical Division, WDGS, *History of World War II*, states the following: "On January 6, 1943, the Deputy Chief of Staff, General McNarney, issued a directive to the Commandant, Command and General Staff School, giving the school the following mission: 'To provide basic General Staff training to meet the requirements of divisions, corps and similar units, both air and ground.' (WDGSA 352 (6 Jan 43)) This directive established the length of the course, its scope, the qualifications of students, etc."

<sup>10</sup> In addition to talking, Gen Truesdell wrote many letters. The subjects of these letters are self explanatory:

October 13, 1942	} General Staff Positions for the Faculty
June 19, 1943	
May 2, 1945; to War Department	} General Officers as Assistant Commandant and Deputy
January 18, 1943,	
to CG, SOS, Washington, D.C.	} Replacement of Air Force Instructors
March 8, 1943,	
to Maj Gen Stratemeyer,	} WAC Officers as Students (16 additional to the 17th General Staff Course)
Chief of Air Staff	
December 1, 1943	} Rotation of Instructors
to ACofS, G3, Washington, D.C.	
December 3, 1943	} C&GSS, Liaison Officer in Washington
to CG, Army Air Forces	
December 4, 1943,	} Instructors Overseas Policy
December 4, 1943	
to ACofS, G3, Washington, D.C.	(118 instructors, only 1 with overseas experience)

Gen Truesdell on these trips was continually searching for changes in instruction which would make his product more useful to the users. He was alert to trends from the theaters which would indicate need for alterations in doctrine and teaching. He discussed these matters with those in the highest places. Nor did this farsighted officer neglect the means to impart this doctrine. The Commandant was ever on the lookout to improve his faculty or to enhance their experience by trips to the war fronts. On this particular trip he asked that wounded officers with combat experience be assigned for duty with the faculty.

On July 31, 1943, in a ceremony held at the Polo Field at 2 o'clock in the afternoon, Gen Truesdell presented a Silver Star Medal posthumously to the father of Pfc Joseph D. Eismont.<sup>11</sup> This is the first ceremony recorded of presentation of World War II decorations of many held at Fort Leavenworth. Soon after this, on September 29, 1943, a presentation was made of a Silver Star Medal to Lt Col William A. Cunningham, a member of the faculty, for gallantry at El Guettar.<sup>12</sup> This ceremony is significant since it indicates the success of Gen Truesdell's efforts to obtain combat-experienced officers for his faculty. Another interesting presentation was that of a Legion of Merit made by Col Martin C. Shallenburger, Assistant Commandant, to Lt Col Chandler H. Johnson, US Marine Corps for meritorious achievement at Tulagi, Guadalcanal, and the Solomons.<sup>13</sup> Thus by the return of student and faculty alike and the recognition of deeds of service and heroism in far-flung, foreign places, here on the plains of Kansas was Leavenworth kept ever mindful of her task. How in keeping with her fine tradition of service to the Nation was this award to a student member of a sister service.

One of Gen Truesdell's efforts to ensure maximum usefulness of his great school was a trip he made himself to the European Theater.<sup>14</sup> On this trip he travelled 19,203 miles and visited

England, North Africa, and Italy. His itinerary included visits to G-3 and other staff sections, the Commanding General and Chief of Staff at Headquarters, European Theater of Operations. A visit with Gen Bradley at First Army Group, and conferences with Gen Eaker of the Eighth Air Force as well as with Gen Knerr of Eighth Air Force Service Command were included in his itinerary. He conferred with Air Marshal Drummond of the British Joint Staff Mission and was taken to the Bomber Command Headquarters at High Wycombe. Other visits were made to Gen Breton's Air Support Command, to the British War Office, and to American and British schools including the British Staff School at Camberley. He saw Gen Noce and Hildring and had supper with Gen Leonard T. Gerow, then Commander of V Corps, who later succeeded him as Commandant at Leavenworth. Wherever he went he discussed the school, its graduates, and the needs of the fighting troops for staff officers. He found that the demand was never equalled by the supply. He also learned that the Air Force need for trained staff officers was even greater than that of the Army.

A liaison officer from the Command and General Staff School was stationed in G-3 in October 1943 for the purpose of providing a constant flow of up-to-date information and to give assistance to other agencies in Washington. Rated as an assistant executive of the school this officer was in daily contact by telephone with the Command and General Staff School. The major commands were notified by memorandum from G-3 of this action on October 5, 1943.

On February 15, 1944, Gen Truesdell figured the capacity of his school as follows:

For housing—1,267, considering the capacity of apartments on Pope and Doniphan at 72 and those on Kearney between 53-58 and 69-72.

For messing—1,504;	
at McClellan Mess	284
at Student Officers' Mess	700
at Officers' Mess	320
at Post Exchange Restaurant	200

For instruction—2,850;	
Pope Hall	300
Stotsenburg Hall	150
Grant Hall	100
"240"	200

<sup>11</sup> General Orders, Headquarters Fort Leavenworth, Kans, 1943.

<sup>12</sup> General Orders No 35, Headquarters Fort Leavenworth, Kans, 1943.

<sup>13</sup> General Orders No 40, Headquarters Fort Leavenworth, Kans, 1943.

<sup>14</sup> Memo, Headquarters, European Theater of Operations, subject: "Visit to ETO," October 27, 1943, Truesdell file. Trip lasted from October 25 to November 5, 1943.

Sherman and Sheridan	200
Gruber 1	850
Gruber 2	400
Andrews 1	450
Andrews 2	200

On March 19, 1944, upon the recommendation of the Commanding General, Army Service Forces, G-3 approved the establishment of a 5 weeks' special course to begin April 3, to train Army Service Forces officers for staff duty within the zone of interior.<sup>15</sup> (Later changed to Army Service Course of 10 weeks.)

In March 1944, G-3 authorized an increase of Air Force instructors at the Command and General Staff School in order to adjust the instructional load carried by Air Force instructors.<sup>16</sup>

Infantry Day was celebrated by this Post on Thursday, June 15, 1944, soon after the graduation of the Eighteenth General Staff Class. A short time thereafter McNair Hall was named in honor of Lt Gen Lesley J. McNair, former commandant who was tragically killed in action. This building like many others on the Post was converted for classroom use to house the expanded student body. McNair Hall was formerly a barracks. Gruber Hall, named for the redoubtable "Snitz" Gruber was a riding hall turned into perhaps the largest classroom in the world. Muir Hall, which was also named in 1944 for Maj Gen Charles H. Muir, Commandant from 1919 to 1920 was once a stable. Andrews Hall, built on the model of the large cantonment-type recreation buildings, was named on January 17, 1945, in honor of a 1929 graduate, Lt Gen Frank M. Andrews. Pope Hall, situated just south of the US Disciplinary Barracks, occupied the site of the first capitol of the State of Kansas. Governor Andrew H. Reeder of Kansas presided here October 7, 1854. A commemorative bronze tablet was placed at the right of the doorway to Pope Hall to recall this fact. It was donated by the Colonial Dames of America who dedicated the plaque on May 23, 1941.<sup>17</sup>

Another effort to fit the output of Leavenworth to actual needs is worthy of note. On

June 26, 1944, Gen Truesdell had a study made of the assignments of graduates to armies, corps, and divisions in the United States and overseas. This study was followed by a more complete one on August 26, 1944. Addressed to the Assistant Chief of Staff, G-3, of the War Department General Staff, this study recommended: that unit quotas, especially Air Forces, be increased and that all theaters be urged to take advantage of increased quotas. It was found that units overseas longest and Air Forces units in particular, were short of Leavenworth trained staff officers. This is somewhat astonishing in light of the fact that at that time 8,359 post Pearl Harbor graduates had been trained by Command and General Staff School. Ever alert to determine the need for and the use to which his product was being put, Gen Truesdell made a continuing study of the matter. On his trips to the theaters of operations, he consulted commanders on their needs as to quantity and quality. In August of 1944 the Commandant had a survey made of the positions filled by the 8,359 graduates of the Command and General Staff School since Pearl Harbor. This survey was painstakingly assembled after contacting every division, corps, and army headquarters and similar air force commands. Each was asked for data on the use of graduates and the need for additional graduates.

This survey revealed that—

In the 8 armies the proportion was 368 graduates to 1,457 nongraduates on the general and special staff.

In the 24 army corps, the ratio was 429 to 961, almost one-half.

In the 85 divisions, the ratio was 703 to 1,135, considerably better than half. In addition, there were 1,123 graduates in the divisions occupying command positions.

These figures are even more surprising when it is considered that among nongraduates are included all lieutenants and others ineligible for general staff training.

Of the 6,176 possible positions in division, corps, and armies, 2,623 were filled by Command and General Staff School graduates.

The study further concluded that there was a need for trained graduates as follows:

Air	Ground	Service	Overhead	Total
2,828	2,984	1,939	4,000	11,751

<sup>15</sup> Historical Division, DAGS, *History of World War II*, quote WDGCT 352 C&GSS, 4 March 1944.

<sup>16</sup> *Ibid*; WDGCT 352 C&GSS, 16 March 1944.

<sup>17</sup> See appendix XVIII.



Recommendations were made to increase quotas, especially for air students to meet the anticipated requirements.<sup>18</sup>

Another recommendation was made that return of students from units overseas be facilitated and that upon graduation they be quickly sent back to their units.

This study was significant for several reasons. First it gave a clear picture of the need faced and the great contribution of the Command and General Staff School toward meeting that need and toward the successful prosecution of the war. Second, it showed the tremendous task faced by the school in producing such quantities of trained graduates in a relatively short period of time. Last it showed the great appreciation of Gen Truesdell of the problems he faced and the steps necessary to solve that problem. Here is a man who did not wait to be assigned a task. He went out looking for it; and having found the true proportions of the job to be done, he more than exceeded the exacting requirements.

Before the end of 1944 plans were being made for the postwar Command and General Staff School.<sup>19</sup> On September 8, 1944, the Commandant had a study prepared which was forwarded to the Director, Special Planning Division, War Department General Staff. The proposal was to continue short 10 to 16 weeks General Staff Classes for air, ground, and service officers to provide basic general staff training at the division level. The second part of the plan was to create an advanced General Staff Class, a postgraduate course of selected graduates of the General Staff Class. Gen Truesdell did not get to see this special project of his placed in effect. His plans for the First Command Class as this advanced course was called were readied August 20, 1945, for its conduct October 1, 1945, to February 28, 1946.

Gen Truesdell was a staunch advocate of the attendance of Allied officers at the school. Appreciating the value in good international relations which their attendance gave to the United States, he did everything he could to make the tour of these officers at Leavenworth

pleasant and profitable. The creation of the Allied Officers' Section, for example, established a unit in the school organization to assist the Allied officers who were sent here by our neighbor nations. The many graduates of Leavenworth who have returned yearly to their homes are among our best ambassadors. This fact, of course, does not take into account the tremendous reciprocal value of the knowledge these officers gain of American organization, doctrine, and methods. This knowledge will enable in the future the close coordination and co-operation which was exemplified in World War II in combatting an aggressor.

In furtherance of these good relations it was Gen Truesdell's intention to award Allied officer graduates a distinctive insignia.<sup>20</sup> On August 30, 1945, he proposed the adoption of a gold bordered, black, five-pointed star to be worn on the upper left pocket of the service coat. This device would have served as a badge of recognition for that evergrowing fraternity of graduates of Leavenworth among the officers of the armies of our allies. This suggestion has never received the approval of the War Department or the Department of the Army.

<sup>19</sup> Letter to Commandant, subject: "Post War C&GSS," 7 July 1944 signed by Brig Gen W. F. Thomkins, Director Special Plan Division, WDGS, contained assumptions including: Attendance 45 percent Air, 30 percent Ground, 20 percent Service.

UMT would be in effect. Courses would be shorter than a year.

There would be a Joint Army-Navy College.

Letter C&GSS to WDGS G-3 13 November 1944, recommended establishment of a 5-month advanced course at once for 50-85 officers not under lieutenant colonel.

Memo WDGS G-3 to Commandant, 30 November 1944, C&GSS proposal not favorably considered since combat experience was deemed preferable. Return to long courses would be as soon as conditions permit.

Memo from Commandant to WDGS G-3, 21 February 1945, proposes an advanced General Staff Course.

Historical Division, DAGS, *History of World War II*, completes the sequence as follows: "In July 1945, G-3 recommended to the Chief of Staff some major changes in the courses at the Command and General Staff School. The General Staff Course was increased from the former ten weeks' course to sixteen weeks, effective with the 26th Class; a Command Class course, for specially selected officers, was established effective 1 October 1945; and the minimum grade of students was raised to captain. This was approved by the Chief of Staff on 2 August 1945, and War Department Circular No 239 was published on 7 August 1945 setting forth these changes. (WDGCT 352, C&GSS, 7 July 45)"

<sup>18</sup> Letter, Truesdell to WDGS, G-3, subject: "Shortages of C&GSS Graduates," dated August 26, 1944, estimated 6,000 General Staff vacancies left in spite of graduating 8,359 post Pearl Harbor. Truesdell file.

<sup>20</sup> Letter to War Department, subject: "Insignia for Foreign Graduates," Indorsement by Gen Truesdell August 30, 1945. Truesdell file.